

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

IC 77-2402

Intelligence Community Staff

11 JAN 1977

MEMORANDUM FOR: Major General Harold R. Aaron, USA
Assistant Chief of Staff for Intelligence
Department of the Army

Rear Admiral Donald P. Harvey, USN
Director of Naval Intelligence

Major General Eugene F. Tighe, USAF
Assistant Chief of Staff, Intelligence
Department of the Air Force

FROM: Admiral Daniel J. Murphy, USN
Deputy to the DCI for the Intelligence
Community

SUBJECT: Request for Data to Support Intelligence
Community Staff Review of DIA Manpower
Needs

1. In response to a request by the Director, Defense Intelligence Agency (DIA) and the Principal Deputy Assistant Secretary of Defense (Intelligence)/Director of Defense Intelligence, the Intelligence Community (IC) Staff has agreed to review and validate DIA's recent internal audit of its manpower needs in light of its mission. In order to permit a response to allegations of undesirable duplication of effort between DIA and the Service intelligence agencies, the terms of reference for our effort (Tab A) call for examination of DIA's mission in a broader context. Therefore, General Wilson and I would appreciate your help in acquiring the data that we need.

2. In addition to providing us the October 1976 report on its internal manpower audit, DIA has provided information on the missions and functions it performs, the products and services it provides to its diverse customers, and the manning levels required to provide

DIA review(s) completed.

products and services. For the broader view of Defense intelligence missions and manning levels, however, we would like to be able to work from a clear understanding of each of the Service intelligence organizations, including those listed in Tab B. Therefore, it would be appreciated if you could respond, at admittedly short notice, with similar information on these organizations.

3. We seek definition of the interrelationships among missions and functions, products and services, consumers, and manning levels and organization. For each of the organizations, we require:

- A manning document which shows the total authorized civilian and military manning for FY 1976;
- Organizational charts for each organization;
- Displays for FY 1976 of the relationship among mission/function, authority, products/services and consumers (Tab C defines data arrays); and
- Definition of the scope and nature of the organization's contribution to estimative and interagency intelligence production (Tab D).

4. The deadlines imposed by Congressional hearings and the terms of reference for our review make it necessary that we receive information from you as soon as possible. To minimize the impact on you and your organizations, however, your response can be made incrementally. By 24 January, I would like to have the manning documents, missions/functions books, and organizational charts for each of your organizations. At the same time, I would like to receive a paper providing your detailed and candid views on your organization's relationship to DIA, the support provided by DIA in the performance of your Service mission and explanation of its importance, the role your organizations play in support of DIA and national intelligence, and a discussion of the undesirable duplication that sometimes is alleged to exist between DIA and the Service intelligence agencies; the paper would be most useful if it addressed the relationships in current and I&W, basic, scientific-technical, and estimative intelligence. The more time-consuming data displays can be provided by 18 February 1977.

5. General Wilson and I realize the demands that this call for data poses, and your support is appreciated.



25X1A

Daniel J. Murphy

Attachments:

Tab A - Terms of Reference

Tab B - Service Production Agencies

Tab C - Display of Functions, Products, Services and Consumers

Tab D - Display of Estimative and Interagency Production

cc: Lieutenant General Samuel V. Wilson, USA



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TERMS OF REFERENCE

for a

DIA Manpower Review by the
Intelligence Community Staff

PURPOSE AND SCOPE

Pursuant to a request by the Director, DIA, and the Principal Deputy, Director Defense Intelligence, and in furtherance of efforts by the Intelligence Community to enhance the efficient use of intelligence resources, these terms of reference outline the objectives and approach for an independent review by the Intelligence Community Staff (ICS) of the October 1976 internal DIA manpower audit, to include analyzing the relationship between DIA's tasks and manning levels and examining possible areas of undesirable duplication between DIA and other elements of the Intelligence Community.

OBJECTIVES

-- In the near term, to provide an external evaluation of DIA's manpower needs in light of its mission requirements and assigned functions.

-- Over the longer term, and in response to the requirements of the Committee on Foreign Intelligence (CFI), to apply the experience gained in the foregoing analysis of DIA manpower needs to support CFI reviews of Community-wide manpower issues.

GENERAL APPROACH

The ICS will review DIA's October 1976 internal audit and recommendations. This will include holding extended discussions with DIA Audit Team leaders and interviews with other selected DIA managers/analysts.

In consultation with appropriate DIA personnel, the ICS will collect additional documentation and data regarding DIA organization, missions, manpower, products and services to enable the fullest possible understanding of the current functions of each element of DIA, the documented requirement for each function, and the methods and manpower resources applied to accomplishing each function.

In consultation with appropriate personnel from the Services, the ICS will collect and analyze similar data regarding the Service intelligence organizations in order to determine the nature of their interactions with DIA. The analysis will extend to other Community elements, as time permits.

The ICS will also analyze selected mission areas with a view toward measuring their manpower demands. Candidate mission areas include:

- o Defense Attache System
- o Collection Operations and Management
- o Delegated Production Program
- o S&T Intelligence
- o Estimative Intelligence
- o Military Economic Intelligence
- o Warning and Crisis Support
- o Planning and Production Management Support

EXECUTION

DIA will prepare documentation, data and briefings as outlined above and analyze selective results as requested by the ICS.

The Director, DIA will seek support from the Service Intelligence Chiefs to assist the ICS as required.

The ICS will:

- conduct an independent review and critique of DIA's October 1976 manpower audit; and

-- perform a supplementary analysis to examine further (1) how DIA manpower is actually allocated to its various missions and functions (including products and services); (2) whether there are areas in which DIA efforts should be increased; and (3) whether there are areas of undesirable duplication with other elements of the Community which may result in inefficient use of intelligence manpower resources.

REPORTS

The D/DCI/IC will provide the Director, DIA, and the Principal Deputy, Director Defense Intelligence a preliminary report of the findings on the above on or about 1 February 1977, with a final report, if required, at a later date.

SERVICE PRODUCTION AGENCIES

Air Force

AFIN
544th Aerospace Reconnaissance Technical Wing
497th Reconnaissance Technical Group
548th Reconnaissance Technical Group
Force Structure Assessments Division
Air Force Intelligence Service/Intelligence Information
9th Tactical Intelligence Squadron
Deputy Chief of Staff for Intelligence, Aerospace Defense
Command
US Air Force Europe
Foreign Technology Division, AFSC

Army

ACSI
OACSI Special Research Detachment
OSA Imagery Interpretation Center
Intelligence Threat Analysis Detachment
Forces Command Intelligence Group
US Army Intelligence Center, Europe
FSTC
MIA
MIIIA

Navy

ONI
Navy Field Operational Intelligence Office
Naval Intelligence Support Center
Fleet Intelligence Center Pacific-FICPAC
Fleet Intelligence Center Europe/Atlantic-FICEURLANT

DISPLAY OF FUNCTIONS, PRODUCTS, SERVICES AND CONSUMERS

1. Purpose: To document the organization's mission and functions, to identify official authorities which charter these missions and functions, and to identify the consumers that are supported by the products or services provided by the organization (see attached chart).

2. General

a. The information is to be displayed for the total organization. It may, however, be convenient to organize the tasking and arraying of the information by major subunit (directorates or divisions). In the latter case, please use the space for ORGANIZATION to identify the office symbol and to spell out the office title.

b. Classification. Attempt to provide the information at the SECRET collateral level. If TOP SECRET and compartmented material are required, the information should be arrayed and submitted separately; in this case, note on the collateral data array that supplementary information is being submitted separately.

c. If possible, use prestige elite type, 12 pitch. If not, submissions for the entire organization should use the same type face. Use 8 1/2" x 14" paper.

3. Instructions:

a. Function

1. Use functions that are contained in the organization's missions and functions book that governed operations during FY 1976. If modifications have since occurred, please include them, with the change duly noted.

2. Condense the statements, if necessary, while retaining the meaning.

3. Array the missions/functions hierarchically, with the products/services related to the most specific function. Make visible the superordinate functions served.

b. Authority for Function

1. Every function in the first column must have an authority. Do not cite the organization's mission/functions book as an authority.

2. Examples of authorities are DOD Directives, NSCIDs, DCIDs or other official documents, such as Memoranda of Agreement or memoranda from individuals or organizations external to the organization. Responding organizations should be prepared to provide basic authority documents if required at a later date.

3. Cite specific paragraph(s) of authority, if possible or applicable.

4. If multiple authorities relate to one function, cite all of them.

5. Be sure to make clear the originator of the authority.

c. Products and Services

1. List all scheduled and unscheduled products produced under each function in FY 1976. List specific products, not families of products. Include briefings.

2. Include only the services provided external to the organization for the Intelligence Community or other organizations. Do not include support services organic to the organization, e.g., printing, graphics, security, etc.

3. Use titles no higher than SECRET. If this is not possible, follow the procedures in 2b above.

4. Although a product or service might serve more than one function, list products/services only once.

5. In addition to organizing products as scheduled and unscheduled, cluster together the products as current or basic intelligence products within each function.

d. Consumers

1. Identify consumer(s) for each product and service line entry. Use the attached list of organizations within consumer categories to determine the appropriate column in which to enter the response.

2. Indicate the primary consumer by placing a "P" in one appropriate column.

3. Indicate with "X"s all other consumers.

4. Only one "P" can be entered, but one or multiple "X"s may be used.

Attachments:
Chart
Consumers

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ORGANIZATION:

FUNCTION	Authority for Function	Products & Services	CONSUMERS							
			National	Departmental						Other
				OSD	Joint Staff	Services	CINCs & U.S. Commands	Def Agencies	Non-DOD U.S. Agencies	

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DISPLAY OF ESTIMATIVE AND INTERAGENCY PRODUCTION

1. Purpose: To document the nature, scope, and workload of the organization's participation in national estimative and interagency production in FY 1976 (see attached chart).

2. General:

a. Definition. National estimates include NIEs, SNIEs, NIAMS, IIRs, NSSMs, NSDMs, etc.; international estimates include NATO estimates (e.g., MC-161), CANUS, NZUS estimates, etc; and joint staff support/joint estimates include JIEP, JIEP supplement, DIPP, JLREID, etc.

b. Classification. Attempt to provide the information at the SECRET collateral level. If TOP SECRET and compartmented material are required, the information should be submitted separately; in this event, note on the collateral submission that additional information is being submitted separately.

c. If possible, use prestige elite type, 12 pitch. If not, submissions for the entire organization should use the same type face. Use 8 1/2" x 14" paper.

3. Instructions:

a. For each general product category (national, international, joint, and other), list by number and title each individual product to which the organization contributed. Group together all NIEs, SNIEs, etc.

b. Nature of Contribution. Specify briefly what was done, e.g., drafted Chapter II. Try to make clear the scope and nature of involvement in the estimative process.

c. Estimate of Manhours. Include the best estimate of the manhours expended by your organization on each product. Include both regular and overtime hours; as well as clerical manhours to type contributions.

d. Aggregate for each type of product (e.g., national estimates) the total number of manhours and manyears expended. Use 1700 manhours to convert to a manyear.

Attachment:
Chart

ESTIMATIVE AND INTERAGENCY PROBLEM
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ORGANIZATION:

TYPE OF PRODUCT	PRODUCT CONTRIBUTED TO	NATURE OF CONTRIBUTION	Estimate of Manhours	
			Analytical	Clerical
National Estimates				
International Estimates				
Joint Staff Support/ Joint Estimates				
Other Estimative Products				

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CONSUMERS

NATIONAL

President, Vice President, and White House Staff
U.S. Congress, Congressional Staffs, and General Accounting Office (GAO)
National Security Council (NSC)
National Foreign Intelligence Board (NFIB)
Committee on Foreign Intelligence (CFI)

DEPARTMENTAL

OSD Consumers

Secretary of Defense (SECDEF), Deputy Secretaries of Defense (DEPSECDEFs)
Assistant Secretary of Defense, Intelligence (ASDI) and Director,
Defense Intelligence (DDI)
Assistant Secretary of Defense, Public Affairs (OSD/PA)
Assistant Secretary of Defense, Program Analysis and Evaluation (OSD/PA&E)
Director, Defense Research and Engineering (DDR&E)
Assistant Secretary of Defense, International Security Affairs (ISA)
Defense Intelligence Board (DIB)
Other OSD consumers

Joint Staff Consumers

Chairman, Joint Chiefs of Staff (JCS)
J-3 (Operations) (including WWMCCS and JRC)
J-4 (Logistics)
J-5 (Plans and Policy)
Studies Analysis and Gaming Agency (SAGA)
Joint Strategic Target Planning Staff (JSTPS)
Other Joint Staff consumers

Service Consumers

Secretary of the Army
Army Chief of Staff
U.S. Army (including Army ACSI, FSTC, MIIA, USAINTA, USAIIC, SPAD)
Secretary of the Navy
Chief of Naval Operations (CNO)
U.S. Navy (including NAVINTCOM, STIC, NFOIO, NOSIC, NIPPSA, NISC)
U.S. Marine Corps
Secretary of the Air Force
Air Force Chief of Staff
U.S. Air Force (including AFIS, FTD)

CINC's and U&S Command Consumers

Commander, Joint Task Force, Alaska
Commander-in-Chief, Europe (CINCEUR) (including USAREUR, NAVEUR, USAFE, EUCOM, MAAG's)
Commander-in-Chief, Atlantic (CINCLANT) (including Tactical Air Command, FICEURLANT)
Commander-in-Chief, Pacific (CINCPAC) (including PACFLEET, PACOM, IPAC, MAAG's)
Commander-in-Chief, Southern Command (USCINCSO) (including MAAG's)
Commander-in-Chief, UN Command, Korea (CINCUNC)
Aerospace Defense Command (ADC)
Strategic Air Command (SAC)
Commander-in-Chief, Readiness Command (CINCREC)

Defense Agency Consumers

Arms Control and Disarmament Agency (ACDA)
Defense Advanced Research Projects Agency (DARPA)
Defense Communications Agency (DCA) (including National Military Command System and Support Center)
Defense Mapping Agency (DMA)
Defense Nuclear Agency (DNA)
National Security Agency/Central Security Service (NSA/CSS)
Other Defense agencies

NON-DOD U.S. AGENCIES

Central Intelligence Agency (CIA) (including DCI, Imagery Exploitation Group, and NIO's) and IC Staff
U.S. Energy Research and Development Administration (ERDA)
National Photographic Interpretation Center (NPIC)
State Department (including INR, U.S. Delegation to the United Nations, and SAL/MBFR Negotiating Teams)
Other non-DoD U.S. agencies (Secret Service; Federal Bureau of Investigation (FBI); Departments of Commerce, Treasury, and Agriculture; U.S. Coast Guard; etc.)

OTHER

Institute for Defense Analysis (IDA)
Southeast Asia Treaty Organization (SEATO)
North Atlantic Treaty Organization (NATO)
Foreign Governments and other international organizations
Private U.S. citizen(s) or organizations

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ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
<p>Attached is a data call for the Service intelligence chiefs to help in our examination of DIA missions and manning. A draft of the memo was reviewed informally by General Wilson during my meeting with him yesterday. He sees the need for the Service data and has no objection to the mentions of his name. He also observed that the memo would be received more favorably by the Services if signed by Admiral Murphy. Recommend that the Admiral sign the memo.</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
<div style="border: 1px solid black; width: 150px; height: 20px; margin-bottom: 5px;"></div> IC/PAID 6875 UNCLASSIFIED			6 Jan 77
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